

Credit Union Social Purpose Self-Assessment - 2016

Social Purpose Banking

Canadian credit unions are clarifying their social purpose to better meet member needs, play a stronger role in fostering resilient and co-operative communities and grow their businesses. This tool was developed to help them in that effort. Using the language of corporate social responsibility (CSR), it guides credit unions through a process of considering the purpose and focus of their social role – which includes the environment and extends beyond traditional banking roles.

This tool was commissioned by Libro Credit Union to assist them in their strategic planning. Libro engaged Coro Strandberg, Principal of Strandberg Consulting, to draft the tool based on best practices in social purpose banking and finance and consultation with “CSR” and values-based banking practitioners in the Canadian credit union system.

The Credit Union Social Purpose Banking Self-Assessment is designed to assist in credit union strategic planning. It is a four-stage checklist of best, leading and next practices in CSR, social purpose and values-based banking in seven areas; governance, members, employees, community, environment, suppliers and business partners and the co-operative sector.

Social Purpose Banking Definition: Social purpose banking is when a credit union’s core purpose is to improve long-term member and community wealth and well-being, including social, economic and environmental resilience of businesses, non-profits and households. Social purpose credit unions use all their resources, people, capital, influence, relationships, assets and scale to accelerate positive impacts. As a positive force for change in everything they do, credit unions become multipliers for responsible business practices and sustainable development of their communities. By identifying, catalyzing and building new social purpose markets they create significant social benefits, grow their business and increase their capacity to further their social purpose aims.

This baseline assessment will help you to determine where the majority of your efforts are, along a continuum from “basic”, through “advancing”, and “integrated” towards “social purpose”. It will improve your understanding of actions to be taken at higher levels of purpose and impact so that you can determine what areas you would like to pursue by when. Credit unions can review this tool and consider where their credit union is today and where they would like their credit union to be in three, five or ten years.

Appendix A includes a list of tools and resources produced by Canadian Credit Union Association, which can be used as references in the pursuit of CSR and social purpose. Appendix B describes the methodology used to develop the tool.

Objectives

The purpose of conducting a Social Purpose Assessment is:

- **Current state:** To understand your current “CSR” practice along a continuum of social purpose and impact – to find out how much you are currently doing
- **Opportunities:** To identify strengths, gaps and opportunities your credit union could prioritize in its CSR strategy
- **Education:** To educate functional leaders on the meaning and implications of CSR and social purpose with regard to their functions, the credit union, employees, members and other stakeholders

Completing this tool will provide you with the following insights:

- **Governance:** Your current core CSR philosophy, business model and view of profit generation, and the degree to which social purpose is embedded in your governance and management systems
- **Members:** How you engage members in your social purpose efforts and enable their financial resilience
- **Communities:** How you engage your communities in your social purpose efforts, enable their resilience and use your branches, products and services to foster sustainable growth
- **Employees:** How you engage your employees in your social purpose efforts, enable their health and well-being and foster an inclusive workforce
- **Environment:** How you reduce your direct and indirect environmental impacts and foster a sustainable economy
- **Suppliers:** How you engage your suppliers and business partners in your social purpose efforts
- **Co-operatives:** How you support the growth of a strong and resilient co-operative sector

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Credit Union Instructions

Please check all those practices which are in place or under development to find out where your credit union is today. The tool is laid out with a number of practices listed from left to right along the continuum. It is recommended you involve other departments and functions in filling this out. Consider inviting your executive team, CSR committee or department managers to complete the section/s relevant to them. Once you've gone through the tool you can determine where you believe you landed in each section (e.g. Governance 2.0). This can help guide conversations and future planning. Hold a meeting to review the results and implications for your credit union's strategy. As many of the following measures can be achieved through collaborations, partnerships and joint ventures, rank the practice positively if the credit union has an intentional and coordinated effort with a third party/s.

In the table below CSR refers to the credit union's approach to improving its social and environmental impacts and CI refers to community investment (scholarships and bursaries, sponsorships, and donations of money and employee time). Social purpose is a holistic, comprehensive, enterprise-wide approach.

Governance What is our core CSR philosophy and how does this affect our business model and view of profit generation; how do we embed our social purpose into our governance and management systems?			Overall Rating:		
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
"We give back" Yes No Don't Know	"We make a difference" Yes No Don't Know	"We embed it" Yes No Don't Know	"It's what we do" Yes No Don't Know		
We provide financial services and products Yes No Don't Know	We provide financial services and contribute to community in ways that generate impact Yes No Don't Know	We provide financial services and contribute to community, member, employee, co-operative and environmental well-being Yes No Don't Know	Our business model and financial products and services are designed to improve social, environmental and economic well-being of members and their communities. We have adopted a "quest", an inspiring, aspirational social ambition as our social purpose and differentiator. We have adopted a vision of how our business will improve future societal conditions through our core business Yes No Don't Know		
Our profits enable CI Yes No Don't Know	Our profits enable CSR Yes No Don't Know	Our profits both enable and result from CSR Yes No Don't Know	Our profits enable and result from CSR; profit is not pursued at the expense of people and the environment Yes No Don't Know		

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Governance Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
<p>Board approves community giving policy</p> <p>Yes No Don't Know</p>	<p>Board approves and monitors compliance with CSR policy / guiding principles</p> <p>Yes No Don't Know</p>	<p>Governance and management policies, procedures and documents reflect CSR commitments (e.g. governance manuals, business cases, project approvals) (resource)</p> <p>Yes No Don't Know</p>	<p>Mission and vision reflect social purpose; adopt long-term aspirational measures and bold, iconic, transformative goals and targets even where solutions don't yet exist; have determined where we want to stake a stand and be an advocate. CEO and board chair are public advocates and spokespersons for social purpose in banking and business</p> <p>Yes No Don't Know</p>
<p>Informal CSR expectations and practices</p> <p>Yes No Don't Know</p>	<p>CSR is well-defined and consistently understood throughout the organization</p> <p>Yes No Don't Know</p>	<p>CSR is included in competency models, remuneration, leadership development and succession planning</p> <p>Yes No Don't Know</p>	<p>Credit union adopts a "theory of social value creation", which describes the means by which it generates social and business value. This framework guides all credit union decision-making</p> <p>Yes No Don't Know</p>
<p>CSR (e.g. CI and environmental) measures are tactical and one-year</p> <p>Yes No Don't Know</p>	<p>Board adopts a CSR Vision and 3-5 year CSR strategy including goals and targets</p> <p>Yes No Don't Know</p> <p>Board and management monitor CSR strategy performance</p> <p>Yes No Don't Know</p>	<p>Measures to enhance Board diversity and Board CSR capacity (e.g. education) are pursued</p> <p>Yes No Don't Know</p> <p>CSR commitments are sustained during good and bad times regardless of changes in conditions (economic or social) for the credit union and its communities</p> <p>Yes No Don't Know</p>	<p>Employees understand and are committed to our social purpose and translate it into their daily work. Staff have social purpose competencies and social purpose results are rewarded through compensation programs. Social purpose goals are included in employee profit sharing. Social purpose drives action throughout the organization and provides employees the framework to think about everything they do in the business. When making decisions staff ask: is it connected to our social purpose? There is internal alignment on what the credit union stands for</p> <p>Yes No Don't Know</p>

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Governance Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
<p>Report on community grants and project activity</p> <p>Yes No Don't Know</p>	<p>External CSR reporting follows international standards; stakeholders are consulted on CSR priorities and expectations to determine CSR strategy and reporting focus (see resource section)</p> <p>Yes No Don't Know</p>	<p>Enterprise risk management addresses risks and opportunities from social and environmental trends</p> <p>Yes No Don't Know</p> <p>CSR reporting adheres to international integrated reporting standards</p> <p>Yes No Don't Know</p>	<p>Risk models reflect social purpose ambitions; the credit union's CSR investments are leveraged as a tool for risk and opportunity management within enterprise risk strategies</p> <p>Yes No Don't Know</p> <p>Transparency drives CSR disclosure; CSR performance disclosure is third-party certified. Members understand how their funds are used</p> <p>Yes No Don't Know</p> <p>Social purpose is pursued enterprise wide and institutionalized across departments; social purpose is embedded in all business and functional unit mandates and into core processes like budgeting and strategic planning; departments collaborate on social purpose initiatives; a cross-functional team enables social purpose thinking, planning, decisions and innovation</p> <p>Yes No Don't Know</p>
<p>CSR managed by grants manager</p> <p>Yes No Don't Know</p>	<p>CSR managed by CSR manager</p> <p>Yes No Don't Know</p>	<p>CSR managed by senior manager/VP with cross-functional steering committee</p> <p>Yes No Don't Know</p>	<p>Social purpose is led by the CEO and managed by the executive</p> <p>Yes No Don't Know</p>

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Governance Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
<p>Measure inputs and activities, e.g. \$ value of donations; number of employee volunteer hours</p> <p>Yes No Don't Know</p>	<p>Measure outputs, e.g. number of people participating in financial literacy programs</p> <p>Yes No Don't Know</p> <p>Metrics enable assessment of success on goals and targets from CSR strategy</p> <p>Yes No Don't Know</p>	<p>Measure outcomes, e.g. improvements in financial literacy levels</p> <p>Yes No Don't Know</p> <p>Metrics enable assessment of integration (the degree to which CSR is successfully integrated into the organization)</p> <p>Yes No Don't Know</p>	<p>Measure impact, e.g. increase in savings rate, reduced incidence of over-indebtedness, social or environmental results from financed social purpose businesses, etc</p> <p>Yes No Don't Know</p> <p>Measure degree to which members agree the credit union's "social purpose" investments have a positive effect on their community and well-being and one of the reasons they do business with the credit union</p> <p>Yes No Don't Know</p> <p>Measure progress on social purpose targets</p> <p>Yes No Don't Know</p> <p>Metrics enable understanding of social, economic and environmental risks, impacts, dependencies and opportunities of lending and investment portfolio</p> <p>Yes No Don't Know</p> <p>Harness social innovation tools and methods to innovate products and processes; social purpose is a factor in innovation; structures and processes are in place to identify opportunities to increase social purpose impacts with business and personal members; space and resources are provided for innovation and pilots/ prototypes (resource)</p> <p>Yes No Don't Know</p> <p>Co-create and collaborate with stakeholders on innovations that address systemic CSR issues faced by members and communities</p> <p>Yes No Don't Know</p> <p>All of the credit union's resources enable social purpose because it is built into its culture and business model</p> <p>Yes No Don't Know</p>

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Members			Overall Rating:		
How do we engage our members in our social purpose efforts, how do we enable their financial resilience and how do we use our products and services to foster sustainable growth?					
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
<p>Provide occasional in-branch financial literacy seminars</p> <p>Yes No Don't Know</p>	<p>Offer a range of financial literacy services or programs to members</p> <p>Yes No Don't Know</p>	<p>Build financial capacity and resilience of members into core financial advisory services</p> <p>Yes No Don't Know</p>	<p>Enable financial literacy education for employees of business and non-profit members</p> <p>Yes No Don't Know</p>		
		<p>Provide financial hardship / "tough times" advisory and loan repayment solutions, assisting members who are coping with financially challenging situations</p> <p>Yes No Don't Know</p>	<p>Provide sustainable economics education: Enable education of personal and business members on "co-operative, local and sustainability economics/business" so members understand where their money goes and the interplay between the local economy, the environment and society and how it affects their region / community; education is available to business member employees</p> <p>Yes No Don't Know</p>		
<p>Offer informal flexibility to provide access to accounts for underserved</p> <p>Yes No Don't Know</p>	<p>Adopt financial accessibility commitment and pursue financial inclusion measures to support underserved, under-banked and those in difficult times, promoting greater accessibility to financial services for individuals who experience barriers to banking</p> <p>Yes No Don't Know</p>	<p>Pursue opportunities to uncover new underserved markets, e.g. provide affordable, basic, responsible and accessible banking for un- and under-banked, low income, low wealth and other disadvantaged people, organizations and communities; offer products and services that enhance member wealth and well-being</p> <p>Yes No Don't Know</p>			
<p>Support members in difficult times on a case by case basis</p> <p>Yes No Don't Know</p>			<p>Provide hardship awareness education and tools to enable staff to recognize and address financial hardship among members; employee performance evaluations incentivize and reward staff for proactively supporting member financial health. Provide measures to help members break the cycle of debt and over-indebtedness</p> <p>Yes No Don't Know</p>		

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Members Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
	<p>Offer “socially responsible investment” wealth management products to members</p> <p>Yes No Don't Know</p> <p>Increase member CSR and co-operative awareness and understanding</p> <p>Yes No Don't Know</p>	<p>CSR is included in lending, credit and account opening procedures and policies; will not knowingly conduct business with organizations whose practices are in conflict with our values</p> <p>Yes No Don't Know</p> <p>Wealth management, estate management and insurance services include CSR options (e.g. philanthropy CSR legacy funds for high net-worth members, third party or own “impact” investments, insurance discounts on hybrid vehicles or green homes, etc.)</p> <p>Yes No Don't Know</p> <p>Offer products and services that improve social and environmental conditions; has a suite of products dedicated to help members adopt sustainable lifestyles (e.g. green mortgages, green car loans, etc.) (resource)</p> <p>Yes No Don't Know</p>	<p>Provide life cycle support for social purpose business and community economic development enterprises: Fund, advise, and accelerate/fast-track social purpose businesses. Pursue long-term financial partnerships with mission aligned enterprises, from early planning/pre-launch, to start-up and launch through to expansion and growth phase. Help them develop their business model, build entrepreneurial and management skills, connect to workshops, coaching, business tools, programs and initiatives, increase their social and environmental impact, establish business and community partnerships, and enhance their profile in the community and among credit union members and other consumers/buyers. Support services include management advice, technical assistance, project consulting, collaborative opportunities, connections to business expertise, partnerships, learning opportunities, government advocacy, procurement strategies with the credit union and other organizations such as government, and access to a range of financial solutions including grants, start-up and growth capital, flexible lending policies, and everyday banking, operating loans and investment services</p> <p>Yes No Don't Know</p>

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Members Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
		<p>Assess loans and investments for environmental and social risks at the transaction level</p> <p>Yes No Don't Know</p>	<p>Pursue social purpose market development: Work proactively to grow, strengthen and fast-track social purpose markets/sectors and enhance supply and demand in social purpose sectors, leveraging grants, investments and credit union/other organization procurement, conducting research, and working with external partners. Build new business around market clusters and supply chains that demonstrate "social purpose" and growth potential. Create specialized solutions for target "social purpose" sectors by connecting them to business expertise, partnerships, learning opportunities and financing that includes micro-credit, cash-flow or growth financing as needed. Work with business members to support the growth of the members' domestic (local) supply chains to stimulate the local economy; develop strong sectors through government advocacy and support for intermediary and capacity building organizations</p> <p>Yes No Don't Know</p>
<p>Most marketing and communications focuses on traditional banking</p> <p>Yes No Don't Know</p>	<p>Marketing and communications is designed to build awareness of credit union CSR efforts and the co-operative business model</p> <p>Yes No Don't Know</p>	<p>Provide opportunities to members to participate in our CSR effort, including CSR deposits, mortgages and loans, impact investments, donations, volunteering, buy local programs, and other social purpose campaigns</p> <p>Yes No Don't Know</p> <p>CSR communications are integrated into all member touchpoints (e.g. statements, social media, ATMs, AGMs, etc.)</p> <p>Yes No Don't Know</p>	<p>Engage members: Use brand and reach with customers to advance our social purpose. Support members to set examples that inspire others; mobilize members as change agents and brand ambassadors and to become drivers and catalysts of social change. Encourage business members to adopt good CSR practices to address their CSR risks and opportunities and increase their potential for positive social and environmental impact. Encourage business and social enterprise members to connect and pursue collaborations</p> <p>Yes No Don't Know</p> <p>Address social purpose in all marketing channels and engage the public on our social purpose priorities and issues. We communicate the social purpose stories of our business members along with our own to raise their profile and build their customer base. We use our convening power to catalyze and mobilize collective solutions to social purpose issues</p> <p>Yes No Don't Know</p>

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Members Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
			<p>Build a CSR risk and opportunity profile: Understand and regularly assess the long-term CSR risk and opportunity profile of our lending and investment portfolio and engage members and communities to anticipate, manage and optimize the risks from social and environmental trends; understand the social and environmental issues along our value chain and work to improve them</p> <p>Yes No Don't Know</p>

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Communities How do we engage our communities in our social purpose efforts, how do we enable their resilience and how do we use our branches, products and services to foster sustainable growth?			Overall Rating:		
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
<p>Provide grants such as donations, scholarships and sponsorships</p> <p>Yes No Don't Know</p>	<p>Create multi-year strategic partnerships to advance community priorities</p> <p>Yes No Don't Know</p>	<p>Use both financial and non-financial resources and our core competencies, products and services, assets, skills, and expertise to contribute to the community (resource)</p> <p>Yes No Don't Know</p>	<p>Business development priorities include financing and providing technical assistance for "social purpose" opportunities; grants and other resources are used as impact business development tools across commercial banking and retail branch system</p> <p>Yes No Don't Know</p>		
<p>Annual grant budget is in line with national standards (e.g. Imagine Canada's 1% of pre-tax profits averaged over three years)</p> <p>Yes No Don't Know</p>	<p>Community goals and targets are set and incorporated into our CSR strategy</p> <p>Yes No Don't Know</p>	<p>Provide a range of funding options from grants to loans to equity investments and pooled funds</p> <p>Yes No Don't Know</p>	<p>Adopt measures to build financial capacity of communities and the public, enhance savings and reduce over-debt levels and promote sustainable consumption</p> <p>Yes No Don't Know</p>		
	<p>Community budget exceeds national standards and includes employee volunteering during work hours, in-kind contributions, program management costs and grants</p> <p>Yes No Don't Know</p>	<p>Prioritize community initiatives which advance both credit union business goals and stakeholder priorities; ensure the processes for consulting stakeholders are clearly communicated and there is transparent followup; this may include community consultative, governance, online/crowd-sourcing and new social media mechanisms and technologies</p> <p>Yes No Don't Know</p>	<p>Engage and collaborate with government, academic institutions, business, industry and non-profits/NGOs to advance sustainable community economic development, address barriers and solve complex social or environmental problems and accelerate the implementation of solutions; advocate for measures to enhance community well-being. Mobilize external funding (e.g. public, government, foundation) and find synergies with business partners and members to advance social purpose collaborations. Engage with cross-sector partners to "make markets", finance social progress, gain new market insights and access new customer engagement channels</p> <p>Yes No Don't Know</p>		

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Communities Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
<p>Branches post community information notices</p> <p>Yes No Don't Know</p>	<p>Branches have community meeting space</p> <p>Yes No Don't Know</p>	<p>Community goals and targets are incorporated into corporate strategy</p> <p>Yes No Don't Know</p> <p>Community partnerships are designed to pool resources and leverage skills, capabilities and networks and complement credit union expertise</p> <p>Yes No Don't Know</p> <p>Branches are involved in community partnerships</p> <p>Yes No Don't Know</p>	<p>Work with multi-sectoral stakeholders to increase the supply of affordable rental and owned housing, community workspaces, and green and community-owned real estate</p> <p>Yes No Don't Know</p> <p>Pursue research, innovation, thought leadership and government advocacy for social purpose finance solutions. Publish strategic research and encourage media coverage to increase public awareness on social purpose issues</p> <p>Yes No Don't Know</p> <p>Engage governments, regulators and opinion leaders on the need for an enabling environment for social purpose finance</p> <p>Yes No Don't Know</p> <p>Branches have community development strategies in place</p> <p>Yes No Don't Know</p>

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Employees How do we engage our employees in our social purpose efforts, how do we enable their health and well-being and how do we foster an inclusive workforce?			Overall Rating:		
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
Ad hoc employee volunteering and matched granting initiatives Yes No Don't Know	Adopt volunteering policy Yes No Don't Know	Volunteering program is linked to employee skills, training and development and aligned with business objectives and core competencies Yes No Don't Know	Include social purpose volunteering opportunities linked to career development in performance plans Yes No Don't Know		
	Strategic volunteering program is linked to community priorities; employees are involved in local branch and organization-wide initiatives; employee matched granting programs are aligned with the strategic CSR direction Yes No Don't Know	Measures and funding are in place to encourage employees to become social intrapreneurs (people within a company who advance social innovation; internal entrepreneurs) Yes No Don't Know	Encourage employees to be champions of CSR at work, at home and in the broader community. Employees feel responsible and empowered to integrate social purpose in their daily work activities. People at all levels are engaged in experimentation, learning and developing new social purpose know-how Yes No Don't Know		
	Offer health and wellness programs and provide financial literacy programs for staff as a component of healthy lifestyles programs Yes No Don't Know	Pursue measures for a diverse and inclusive workplace and train and hire people with employment barriers (resource) Yes No Don't Know	Create a workplace culture that supports employee mental, physical, social and financial well-being; offer holistic well-being programs (e.g. employee assistance, disease prevention, healthy lifestyles, flexible and alternative work arrangements, etc.); all employees achieve targeted financial literacy levels Yes No Don't Know		
		Become a living wage employer and contractor (resource) Yes No Don't Know	CSR is embedded in the employee life cycle from the recruitment brand to engagement of retirees; employer brand investments are used to foster a new generation of advocates for sustainable growth Yes No Don't Know		

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Employees Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
<p>Offer employee professional development opportunities</p> <p>Yes No Don't Know</p>	<p>CSR is included in performance management and training</p> <p>Yes No Don't Know</p>	<p>Help employees understand their CSR role through training, capacity building and leadership development</p> <p>Yes No Don't Know</p>	<p>CSR training is open to community and other stakeholders</p> <p>Yes No Don't Know</p>

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Environment How do we reduce our direct and indirect environmental impacts and foster a sustainable economy?			Overall Rating:		
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
<p>Ad hoc efforts to reduce environmental impacts (e.g. recycling, double- sided printing), volunteer environmental “green teams”</p> <p>Yes No Don't Know</p>	<p>Set goals, targets and measures to reduce direct environmental impacts from operations and assign accountability, e.g.</p> <ul style="list-style-type: none"> • Energy and GHG reduction • Waste reduction • Paper use reduction • Renewable energy • Green buildings / branches • Employee commuting • Green meetings • Green IT <p>Yes No Don't Know</p>	<p>Provide general and function specific environmental education to employees</p> <p>Yes No Don't Know</p>	<p>Work toward zero or net positive direct operational environmental impacts (e.g. carbon waste neutral or positive)</p> <p>Yes No Don't Know</p>		
		<p>Engage employees to help achieve organizational environmental targets</p> <p>Yes No Don't Know</p>	<p>Encourage members and other stakeholders to make positive environmental choices and choose sustainable levels of consumption through education and engagement</p> <p>Yes No Don't Know</p>		
		<p>Embed environmental responsibilities in job descriptions and performance management as relevant</p> <p>Yes No Don't Know</p>	<p>Understand and reduce the GHG emission intensity of our lending and investment portfolio (i.e. financed emissions)</p> <p>Yes No Don't Know</p>		

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Environment Cont'd

1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose
		<p>Provide members with financial products and services to promote environmentally sustainable choices, e.g. green business / housing / car / renovation loans, etc.</p> <p>Yes No Don't Know</p> <p>Finance early stage and growing environmental companies such as renewable energy, clean technology and businesses producing green products and services</p> <p>Yes No Don't Know</p>	<p>Help business members understand, prevent, mitigate and address business impacts of environmental trends influencing the community/region (e.g. rising energy costs, climate change, government environmental regulation, etc.)</p> <p>Yes No Don't Know</p> <p>Engage and collaborate with government, local business, community groups and others on initiatives to restore and enhance the local environment</p> <p>Yes No Don't Know</p>

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Suppliers and Business Partners			Overall Rating:		
How do we engage our suppliers and business partners in our social purpose efforts?					
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
Ad hoc efforts to source green/sustainable and local products (e.g. energy efficient computing solutions)	Adopt sustainable purchasing policy and strategy (resource)	Collaborate with suppliers to collectively improve social and environmental impacts of the credit union's supply chain (resource)	Model and promote adoption of social purpose business models to other businesses and organizations in our sphere of influence		
Yes No Don't Know	Yes No Don't Know	Yes No Don't Know	Yes No Don't Know		
	Source green/social products from environmentally and socially responsible suppliers	Engage other buyers in social/green/ local procurement collaborations	Engage suppliers in our social purpose quest through education, collaboration and joint projects		
	Yes No Don't Know	Yes No Don't Know	Yes No Don't Know		
	Source from local, co-operative, diverse (e.g. immigrant, Aboriginal owned, etc.) and social enterprises (resource)	Support suppliers to develop financial literacy programs for their employees	Shift procurement philosophy to source in ways that "transform lives" and "improve environmental conditions" (resource)		
	Yes No Don't Know	Yes No Don't Know	Yes No Don't Know		
			Create opportunities for suppliers to participate in our volunteering programs and source from suppliers with strong employee financial literacy programs		
			Yes No Don't Know		
			Influence CSR standards and performance in industry sectors and professional associations		
			Yes No Don't Know		

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Co-operatives How do we support the growth of a strong and resilient co-operative sector?			Overall Rating:		
1.0 Basic CSR	2.0 Advancing CSR	3.0 Integrated CSR	4.0 Social Purpose		
<p>Provide grants for co-op development; join and pay dues to co-op associations</p> <p>Yes No Don't Know</p>	<p>Pursue strategy to enhance the co-operative sector with goals and targets to increase co-op lending, sourcing, partnering and joint venturing</p> <p>Yes No Don't Know</p>	<p>Pursue measures to increase staff and member awareness and value of the co-operative model, behaviour and practices</p> <p>Yes No Don't Know</p> <p>Co-operative strategy includes measures to support emergent co-operative and collaborative models such as crowd funding, sharing of goods, the circular economy, etc.</p> <p>Yes No Don't Know</p>	<p>Promote co-operation, co-operative values and co-operative business models to stakeholders and invest in the creation of a co-operative, collaborative and sharing economy</p> <p>Yes No Don't Know</p> <p>Lead or join collaborations with the credit union and co-operative sector to improve the sector's CSR and co-operative performance and to tackle common social purpose priorities together</p> <p>Yes No Don't Know</p>		

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Appendix A

Tools and Resources

Canadian Credit Union Association provides the following resources on its [Credit Union Social Responsibility Hub](#) which can be used as references in the pursuit of CSR and social purpose. (CCUA uses the term Credit Union Social Responsibility, or CUSR.)

- CUSR Strategy Development: [Credit Union Social Responsibility: A Road Map for the Development of a Sustainability Strategy](#)
- Governing and Managing CUSR: [Governance and Management for Credit Union Social Responsibility](#)
- CUSR Business Case: [Developing the Business Case for Credit Union Social Responsibility](#)
- CSR Vision and Policy Development: [Developing a CSR Vision & Policy Statement](#)
- Sustainable Procurement: [Responsible Purchasing Guide for Credit Unions](#)
- CUSR Reporting: [Credit Union Social Responsibility Reporting](#)
- CUSR Metrics: [Non-Financial Metrics in the Financial Sector](#)

Appendix B

Methodology

Libro Credit Union commissioned Coro Strandberg, Principal of Strandberg Consulting to develop the Social Purpose Assessment checklist tool for credit unions to help define a social purpose approach to CSR. The checklist was based upon leading research into sustainable and values-based banking, with input from credit union CSR and values-based banking practitioners. The credit unions expressed positive support for the tool and thought it could foster an important discussion within the credit union system on the meaning, definition and standards of CSR and social purpose.

The tool was informed by the following sources:

- [International Co-operative Principles](#)
- United Nation Environment Program Financial Institution (UNEP FI) [Sustainability Commitment](#)
- UNEP FI's [Guide to Banking and Sustainability](#)
- Global Reporting Initiative's [Financial Sector Supplement](#)
- Principles of the [Global Alliance for Banking on Values](#)
- [B Corp \(Benefit Corporations\)](#)
- Canadian Business for Social Responsibility's [Qualities of a Transformational Company](#)
- Canadian Central's [Scan of Non-financial Metrics in the Financial Sector](#)
- Assiniboine Credit Union's "Values-Based Banking" Commitment and social purpose models of Vancity, Mountain Equipment Co-op and Unilever
- [RBC's Environmental Blueprint](#)
- [Social Value Business Guide](#)

Credit union CSR and values-based banking practitioners from these credit unions and credit union organizations provided feedback on the tool:

- Affinity Credit Union
- Assiniboine Credit Union
- DUCA Financial
- Grand Forks Credit Union
- Canadian Credit Union Association
- Credit Union Central of Manitoba
- Connect First Credit Union
- Kindred Credit Union
- SaskCentral
- Servus Credit Union
- Vancity Credit Union